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A reminder that this is the last issue of the MISSISSIPPI BUSINESS REVIEW. We thank all of the supporters the MBR has had throughout these years and hope that it was a useful and interesting publication. We would also remind you of the other services the Division of Business Research offers and hope that our readers will contact us.

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Diagnosing Organization Culture and the Marketing Concept

By
Danny Arnold
and
Louis Capella

The nature of the interaction between a business organization and its myriad environments determines both the short run and long run the success of the organization. If a firm's environments were stable in the long run, achieving success would be fairly easy--once management discovered the "keys to success," the firm could settle comfortably into a profitable operating pattern. Few firms, however, face such stable environmental situations, most firms face complex and turbulent environments.

Coping with rapid environmental change calls for more than a combination of good marketing, good management, good financing, and so forth. Organizations that cope successfully with dynamic environments are capable of **adapting to change.** This adaptation requires an organization culture that is flexible and oriented toward the external environment. Unfortunately, many firms, including some of those cited in **In Search of Excellence,** are thought by many to be too inwardly focused and to have difficulty adapting to sudden and major changes in their competitive environment. [1] Further, Ginzberg and Vojta contend in their new book, **Beyond Human Scale,** that many corporations are too large to get along in a world of dynamic change; that top managements are often out of touch, and that senior executives have lost the loyalty and respect of their key middle managers. [2]

Achieving the right kind of organizational culture is critical. A strong organizational culture encourages employees to internalize certain attitudinal and behavioral patterns. If these internalized patterns allow flexibility and encourage an external focus, adaptation to environmental changes is facilitated. Peters and Austin contend in **A Passion for Excellence** that one of the major responsibilities of managers involves shaping values and directing employees attention to those things that are important. [3] Essentially, these are the key activities necessary for creating and nurturing organizational culture.

The marketing concept is a philosophy that, when incorporated as part of a firm's culture, is capable of improving a firm's focus on key external issues. It can provide a continuous mechanism for keeping the firm "in touch" with the external environment, particularly with customers and competitive innovations. These two factors are critical--Peters and Austin contend:

> "...that there are only two ways to create and sustain superior performance over the long haul. First, take exceptional care of your customers via superior service and superior quality. Second, constantly innovate. That's it."[4]

The primary focus of this article is on presenting and discussing procedures for diagnosing an organization's culture and how well a firm has adopted and implemented the marketing concept. Once each concept is described, three key questions are addressed:

1. What kind of organizational culture does your firm have?
2. Does your firm need the marketing concept?
3. To what degree has your firm adopted and implemented the marketing concept?

This article is the second of a two-part series. The first article presented an extensive discussion of the marketing concept.

What is Corporate Culture?

National Cash Register Corporation (NCR) built a new factory in Germany just before WWII that was soon confiscated by the German military command.[5] S.C. Allyn, a retired chairman of the board for NCR, was one of the first allied civilians to enter Germany at

the end of the war. Instead of a factory, he found burned-out buildings, rubble, and utter desolation. He also found two NCR employees, whom he had not seen in six years, busy clearing out the rubble. Upon recognizing Allyn, one said "We knew you'd come!" Together the three men continued to clean out the debris. A few days later, an American tank rumbled up to the site. A grinning GI hailed the crew with "Hi, I'm NCR, Omaha. Did you guys make your quota this month?" Although, the war has devastated everything around them, NCR's marketing oriented culture was still intact. (fn)

Stories such as these help us keep in mind that businesses are human institutions, not plush buildings, bottom lines, strategic analysis, or five-year plans. To those men who dug the NCR factory out of the rubble, NCR was never just a factory--it was a living organization. We must remember that people make businesses work and that the firm's culture ties people together and gives meaning and purpose to their day-to-day activities and lives.

Webster's New Collegiate Dictionary defines culture as:

> "The integrated pattern of human behavior that includes thought, speech, action, and artifacts and depends on man's capacity for learning and transmitting knowledge to succeeding generations."

One manager informally defined culture as "the way we do things around here." Another views an organization's culture as "the best solutions to problems faced by the firm."

Every business organization has a culture. Whereas some cultures help an organization cope with environmental change, others serve as millstones to drag the firm down as the environment changes.

The Importance of Culture

Culture has a powerful influence throughout an organization, such as one who gets promoted and what decisions are made, how employees dress, and what sports they play. From a different perspective, culture is important because it influences people in two basic ways.

First, a strong culture influences **attitudes** by enabling people to feel better about what they do. Such attitudes generally lead people to work harder.

Second, a strong culture influences **behavior** by providing behavioral parameters or a system of informal rules that spell out how people are to behave most of the time. These informal rules provide reference points to indicate what is important. Conversely, in a weak culture, employees waste a good deal of time just trying to figure out what they should do and how to do it.

Cues to a firm's culture are almost everywhere. Indications can be found in areas such as the physical setting (especially of the reception area), what the firm says about itself, and how people spend their time. Consider, for example, how employees respond to the question "What do you do for a living?" If they respond "I am a typewriter salesman," questions might be raised about the culture. However, if they respond "I'm with IBM (or NCR)," a strong culture is implied. Other ways to diagnose culture are discussed below.

The Elements of Culture

An organization's culture is composed of five basic elements. [6] First, while the firm's culture is the organization's mechanism or dealing with environments, the **business environment** is also the single greatest influence in shaping an organization's culture. Depending on its customers, products, competitors, technologies, government influences, and so on, each company must do certain things very well to succeed. Due to the overwhelming importance of the customer, all firms must have a customer orientation and, consequently, a marketing orientation. With this orientation (as embodied in the marketing concept), the firm can better develop specific strategies for coping with other environmental elements.

Second, **values** are basic concepts and beliefs. They establish standards of achievement and success within the organzation in concrete terms, such as "if you do this, you will be a success." **Core values** are those concepts and beliefs generally held by all organization members and from the heart of an organization's culture. **Secondary values** are other concepts and beliefs held by members of significant subcultures of the organization. Secondary values can and do change without greatly disrupting the firm. In a strong culture, these secondary values are not in conflict with the organization core value and can actually provide necesary support.

Third, **heroes** are those people who personify the culture's values and serve as tangible role models for employees to follow. Thomas Edison, for example, is a General Electric hero. More currently, Lee Ioccoca appears to be rapidly assuming hero status for Chrysler.

These achievers show every employee "here's what you have to do to succeed around here."

Fourth, **rituals and ceremonies** are the systematic and programmed routines of day-to-day life in the firm. Rituals are relatively routine manifestations that show employees the kind of behavior that is expected of them. Ceremonies are extravaganzas that provide visible and potent examples of what the company stands for. One firm, for example, changed the nature of its annual sales meeting from a "motivational vacation" into a marketing strategy conference at which sales reps were put to work devising new objectives and strategies for each key target market. Most reps got the message that sitting around waiting for customers was no longer acceptable.

Fifth, a **cultural network** is the primary (but informal) means of communicating within an organization. It "carries" the firm's values and heroic mythology. This network is often the only effective way to get things done or to understand what is really going on.

When considering an organization's overall cultural situation, you may also examine the cultural focus. Healthy firms tend to have subcultures relatively equal strength and influence and a focus defined as external in nature. However, when the relative strength of one subculture or idea becomes great enough to dominate other considerations, it can become the focal point of the overall culture. A firm can therefore develop an engineering focus, production focus, product focus, R & D focus, and so on. Although such specific focuses are not inherently bad, the primary danger involves developing an internal rather than an external focus such as provided by the marketing concept.

Symptoms of a Troubled Culture

A company's culture can be classified as troubled when certain problems can be identified. [7] Basic problems can occur in the areas of:

1. **Values and beliefs:** Weak cultures possess one of the following problems regarding values and beliefs:
   a. No clear beliefs about how to succeed in their business.
   b. Many beliefs, but cannot agree on which are most important.
   c. Different parts of the company have fundamentally different beliefs.
2. **Heroes of the Culture:** the culture's heroes are either destructive, disruptive, or simply do not build upon any common understanding about what is important.
3. **Rituals:** The cultural rituals are either disorganized or contradictory.

You should also watch for a variety of symptoms that indicate underlying problems.

Inward Focus. Inattention to the "real world" breeds catastrophe. Beware of overemphasis on (1) internal budgets, financial analysis, or sales quotas, (2) apple-polishing, and (3) internal politics. Company's with healthy cultures are more likely to emphasize customers, competitors, trends, and other real world matters.

Short-term Focus. Admittedly, a company must survive the short-term of the long-term to be relevant. However, the great American businesses are great because they have survived and prospered for decades. If all the time and attention in a company is devoted to meeting short-term targets, then sustainable business receives no support. The cultural clue is what people spend their time on.

Morale Problems. Chronically unhappy people are a sure symptom of a troubled culture. Higher than normal employee turnover is therefore one of the earliest indicators of trouble. In later stages of cultural malaise, indicators become stronger as those unhappy employees who stay around tend to become loudly critical of the organization.

You might want to consider techniques of detecting such problems even earlier. For example, a confidential survey of employee can be quite effective. People can be very eloquent in characterizing problems around them.

Fragmentation. Fragmented cultures in a firm simply do not mesh or work well together when they need to. Signs of a fragmented culture include different standards of dress and speech, different physical settings, different work habits, expressions of discontent, and jokes about other subcultures (i.e., headquarters or bookkeeping). Fragmented cultures lose much time and energy to misunderstanding and frustration.

Emotional Outbursts. Perhaps the most serious symptom of troubled cultures is rampant emotionalism. Remember that a strong culture essentially tells people what to do and reassures them that if they do it they will be accepted and rewarded. When the culture does not provide this security, visible displays of anger become more common, sometimes along with an increase in the number of divorces and drinking problems.

Ingrown Subcultures. Subcultures (i.e., production, finance) can become ingrown when there is little formal or informal interaction among subcultures. Look for regular signs of open access to different subcultures. Regular transfer programs can also help this condition.

Open Clashes Between Subcultures. Open clashes between subcultures often indicate that at least one subculture is becoming too strong. Meetings where finance tries to "show up" marketing or when a group of "young turks" try to overstep the authority of their older bosses are examples of specific symptoms.

Summary. Existence of a number of these symptoms may point to serious underlying cultural problems in an organization. The underlying problems may prevent the firm from focusing on the fundamental key to their long term survival--the customer.

What is the Marketing Concept?

The marketing concept is an operating philosophy or a philosophy of doing business. As such, it can serve as an overall guide for formulating more specific objectives, strategies, policies, and procedures.

The marketing concept holds:

> "...that the key to achieving organizational goals consists in determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors."

The following definition emphasizes the four basic cornerstones of the marketing concept.

1. The marketing concept is a **customer orientation...**
2. ...backed by **integrated marketing...**
3. ...aimed at generating **customer satisfaction...**
4. ...as the key to satisfying **organizational goals.**

Each merits further attention.

Customer Orientation

One way to think of **customer orientation** involves comparing it with a selling orientation. Selling focuses on the needs of the seller, while a true customer orientation focuses on the needs of the buyer. Selling is preoccupied with the seller's need to convert his product or service into cash; a customer oriented firm focuses on the idea of satisfying the needs of the customer by means of a product/service and the whole cluster of elements associated with creating, delivering, and finally consuming it. The overall key to helping ensure customer orientation is to look "outside the firm" to the customer for clues for decision making, rather than looking "inside the firm" to something like the product or sales volume.

Marketing executives can also move toward a true customer orientation by: (1) conducting consumer research, (b) defining the consumers generic need, (c) defining specific target market(s), (d) producing a differential advantage, and (e) differentiating their offering.

Integrated Marketing

The second cornerstone of the marketing concept involves **integrated marketing.** There are two major components of integrated marketing. The first component involves the concept that different functional areas or departments in a business firm should have the major responsibility for dealing with specific external constituencies (or groups). Certain individuals and departments, for example, are responsible for dealing with relevant governmental agencies, such as the Internal Revenue Service. Similarly, marketing should have the major responsibility for dealing with customers. Further, marketing should be responsible for providing major input to all decisions that could influence customers and their attitudes. Marketing should therefore serve as the link between customers and other functional areas .

The second major component of integrated marketing involves the attitudes of all executives and employees. Essentially, all personnel should be marketing-oriented and customer-oriented. Although some may react somewhat negatively to this contention, consider some attitudes you expect personnel to possess. For example, all personnel are expected to be safety-conscious and fiscally conscious (by exercising appropriate cost control.)

Customer Satisfaction

The third cornerstone of the marketing concept involves delivering **customer satisfaction.** Customers purchase specific products and services because they anticipate satisfaction of a want or need. It can therefore help to view your offering as a "bundle of satisfaction" for the customer.

A related point overlooked by many marketers involves **reducing customer dissatisfaction.** Note that increasing the positive aspects of your offering does not necessarily reduce the negative aspects of

"dissatisfiers." Despite a wealth of positive attributes, a product/service can be rejected by customers for seemingly minor negative points. Many people, for example, change banks because of dissatisfaction with their present bank, such as the result of rude or unsatisfactory treatment by a teller--few people change banks because of greater anticipated satisfaction from another bank.

Organizational Goals

The fourth cornerstone of the marketing concept involves **organizational goals**, particularly long term goals. Since the overall marketing concept is a philosophical concept, it provides the means for achieving long term goals relating to survival, profit, etc. Essentially, an effective marketing philosophy leads to or generates profits. It also serves as a focus for integrating other functional goals, strategies, and activities. In summary, its external orientation serves as a basis for unifying a firm's competitive efforts and providing a sustainable advantage.

Combining Culture and the Marketing Concept

Integrating the concepts of corporate culture and the marketing concept is both natural and desireable. Our assumptions are that (a) firms with strong cultures have a better chance of success than firms with weak cultures, (b) firms with an external focus have a better chance of success than firms with an internal focus, and (c) the marketing concept provides an excellent means for achieving an external focus when it is adopted as part of a firm's core values. Exhibit 1 illustrates a classification scheme for firms relative to two factors--strength of culture and direction of focus. Combining the two dimensions yields four basic cultural types.

EXHIBIT 1
ORGANIZATION CULTURE GRID

STRENGTH	ORIENTATION: closed	ORIENTATION: open
high	Strong, closed culture	Strong open culture
low	Weak, closed culture	Weak, open culture

First, a **weak-closed culture** has nonuniform individual attitudinal and behavioral patterns and an internal orientation. Essentially, everyone is "doing their own thing" and few employees identify themselves with the organization. In addition, virtually no one attempts to help the organization monitor and adapt to the external environment. This is the least desireable type of culture because of the lack of unified activities and direction and the inability to respond to environmental changes.

Second, a **strong-closed culture** has relatively uniform core attitudinal and behavioral patterns, but an internal orientation. Essentially, individuals and subgroups have many commonalities, but do not pay adequate attention to the external environment. Although this type of culture can be successful in a stable environment, it is not likely to be able to cope with environmental changes.

Third, a **weak-open culture** has nonuniform individual attitudinal and behavioral patterns and an external orientation. Although diverse employee patterns exist, at least one subgroup or subculture helps keep the organization flexible enough to respond to environmental changes. Growing organizations facing dynamic environmental conditions are often successful with such a culture. Later, however, these organizations typically need to develop the stability offered by a stronger culture, while maintaining its external orientation.

Fourth, a **strong-open culture** has relatively uniform attitudinal and behavioral patterns and an external orientation. Individuals and groups tend to have similar core values and do things similarly, while maintaining enough flexibility to adapt to external changes. This type of culture is generally considered the best. Note, however, that a strong overall culture does not preclude the existence of strong and unique subcultures. A unified whole can exist with diverse parts.

What Kind of Culture Does Your Firm Have?

Although there is no one best way to diagnose culture, managers can learn a great deal about their firm's culture in a limited amount of time by using techniques relied upon by consultants. The analysis process begins with surface indications and "proceeds inward toward the firms unconscious." The "unconscious" is simply those cues to culture that are not normally practiced or recognized by company insiders.

Insiders such as managers can sometimes actually go much deeper in diagnosing culture than can an out-

side consultants, and often with much greater precision. Insiders, however, must beware of the objectivity pitfall. It is often easier for an insider to evaluate a competing firm than his or her own firm. You must concentrate on how things are actually done, not how they should be done according to official company rules. If objectivity is thought to be a potential problem, an external consultant will be needed. Let's now look at a variety of diagnostic keys. [8]

Study the Physical Setting

A firm's investment in bricks and mortar is more than a bookkeeping entry--the physical setting makes a statement to the world about the firm, both deliberate and otherwise. Retailers, for example, have long recognized the importance of physical settings or "atmospherics" to customers and consider it a critical strategic element. This factor is also an important variable of culture.

First, evaluate the external characteristics. Does your building make a statement such as the following:

a. A bright, clean, modern building signifies a proud, progressive company.
b. A fortress-like building might portray corporate stability and importance.
c. A refurbished mill site might convey a modern company with deep roots and respect for tradition.

Second, look for consistency among various locations. For example, a firm that has a gleaming headquarters building, but with sales offices stuck into the upstairs level of a warehouse is asking for a weak or fragmented culture.

Third, look for consistency across classes of employees. Employees often interpret physical settings in various departments as indications of the firm's attitudes toward the employees of those departments.

Evaluate How Your Firm Greets Strangers

Most "strangers" first exposure to your firm involves your reception area. And, for better or worse, people do judge books by their covers and firms by their first exposure. You must assume that it reflects the values of the culture.

First, consider the receptionist. Is she/he required to stay busy, such as with typing and filing? If so, in what manner does she/he leave this other work to greet visitors--does she/he make them wait several seconds or minutes so she can finished something? Is a great deal of emphasis put on the receptionist's appearance, manners, and attitude? Although the answers to these questions will be somewhat individual-specific, they can also reflect a great deal about the company.

Second, watch what happens to visitors. In customer-oriented firms, for example, visitors may have their coat taken and be offered coffee. In other more bureaucratic and less sensitive firms, the visitor may first encounter uniformed security guard and have to endure an elaborate sign-in procedure. In other, visitors may be ignored and have to wait long periods before being noticed. In addition to providing a strong influence on visitors initial perceptions, their treatment provides cues to the company's overall culture.

Read What Your Firm Says To the Public About Its Culture

A great deal can be revealed in the company's own statement about itself, such as in annual reports, quarterly statements, press releases, comments to financial analysts, and promotional literature. Firms with strong cultures, for example, tend to emphasize the importance of their values and their people. Conversely, firms with weak or fragmented cultures make much ado about the business and its performance--almost as if it operated without the help of human hands.

A procedure called "content analysis" involves a more indepth analysis. The content of what the company says about itself is analyzed for consistency and tracked over time. The tracking can be done by simply tabulating the number of times a particular phrase or belief is articulated. The potential benefit of content analysis lies in showing trends.

You should also go one step further than content analysis by evaluating accuracy of the company's statements. The objective of this analysis is to find out whether management really **believes** the statements or merely give lip service to the statements. You must look for other clues. One firm, for example, made numerous published statements about the importance of customers. In general conversation, managers echoed these statements. However, a careful analysis of actual decision-making practices, operating objectives, and strategy implementation revealed that the firm was product-driven and customers were given little consideration (until they complained).

Analyze the Content of Internal Communications

People in a culture spend their time on what the culture values most. Managers spend an enormous amount of time on internal communications, particularly on writing and reading memos and in meetings. Take the time to analyze the content of both internal memos and the amount of time spent on various topics in meetings. Most people are surprised at what they find in this analysis.

Interview Company People

Most people are quite willing to talk about their company, especially if the interviewer is an outsider or is not in their direct chain of command in the company. Four key areas are important.

First, ask employees to talk about the company's history. Don't worry about the accuracy of their factual information. Pay more attention to the "mythology" of the company as they understand it.

Second, ask them why is the company a success. They will tell you what they think is important, thereby reflecting their impressions of what the culture values.

Third, ask them about the kinds of people who work here and who really gets ahead in the long term. They will normally describe their picture of a hero of the culture.

Fourth, ask them what kind of place the company is to work, about an average day, and how things get done. Their answers will characterize the important rituals, meetings, or bureaucratic procedures.

Observe How People Spend Their Time

What people do is determined by what they value. Comparing what people do and what they say give you a good measure of cultural cohesion (or fragmentation.)

Analyze the Career Path Progressions

Find out who most often gets ahead in your company. In many firms, almost all key positions are filled by "similar" people, such as by ex-engineers, ex-salesperson, by "mature" executives, and so on. This kind of consistency provides a clear indication of cultural values.

In addition, find out what an employee has to do to get promoted. For example, does the culture reward competence in key skills, performance against objective criteria, tenure, loyalty, or team play? Beliefs of the culture are influenced heavily by people's perceptions of what it takes to get ahead.

Determine How Long People Stay in Jobs.

Tenure, especially in middle-management jobs is critical in assessing culture. Essentially, short tenure in jobs can foster a short-term focus.

Evaluate Anecdotes and Stories Delivered by the Cultural Network

This evaluation can often be the most accurate barometer of culture. Essentially, people relate experiences they want to share through anecdotes and stories. Pay particular attention to the key point of any given story. Categorize these key points to find out how many relate to customers, to political infighting, to individual initiative taken and reward (or punished), and so on. This inventory will give you practically indisputable evidence of what your culture thinks is important.

Conduct an Organization Culture Survey

In addition to your own analysis of culture, a survey instrument can be used (a portion of a survey instrument is shown in Exhibit 2). Having a variety of individual perspectives from both employees and outsiders can be very revealing.

Summary

Cultural diagnosis can help you gain a better understanding of the state of your firm's culture. The primary focus of your diagnosis should be to determine whether the culture is strong or weak and whether it is focused or unfocused. If focused and strong, you must also determine the character and direction of the focus.

Does Your Firm Need the Marketing Concept?

Before giving more than brief thought to adopting and implementing the marketing concept, you must determine the degree to which your firm actually needs the marketing concept. Organizations seek to develop a stronger marketing orientation for a variety of reasons. These reasons invariably involve changes in the environments faced by the firm and the direct influence of these changes on the firm (such as on profits).

A Marketing Concept Survey can help you address this question. (a small portion is shown in Exhibit 3. Full survey may be obtained thru Division of Business Research). It incorporates the major reasons that a firm might need to seriously consider the marketing concept.

If you decide that your firm needs to develop a stronger marketing orientation, you must also determine the status of the marketing concept in your firm by finding out how much of a marketing and customer orientation your firm already has. Before evaluating the marketing concept, however, you should analyze your firm's overall culture to determine its strengths and characteristics. Understanding the overall culture will help you gain better understanding of the status marketing concept in your firm.

Evaluate the Status of the Marketing Concept

The final piece of knowledge needed before making decisions regarding increased emphasis on the marketing concept involves gathering specific information about the current status of the marketing concept in your firm. You obviously do not need to make drastic changes if your firm's culture is already strong and externally focused by the marketing concept.

To focus this evaluation, let us make a distinction between two major dimensions of the marketing concept. First a firm has **adopted** the marketing concept when it has embraced the concept's philosophical implications as a way of doing business. Second, a firm has **implemented** the marketing concept when it uses specific methods and procedures for incorporating the concept into actual business practice.

Although diagnosing the company's culture should provide useful insights regarding the status of the marketing concept, a more specific barometer is also needed. The instrument shown in Exhibit 4 is designed to help you judge your firm's degree of adoption and implemention of the marketing concept.

Summary and Conclusions

Many factors influence an organization's ability to achieve success. This article address two of these factors--organization culture and the marketing concept. Essentially, successful organizations tend to have strong, externally focused cultures. The marketing concept can help an organization obtain and maintain an appropriate external focus.

A variety of cues helpful in diagnosing organization culture are presented. An organization culture survey instrument is also provided. Two other instruments are also provided. One of these can help determine whether a firm needs the marketing concept and the other focuses on the degree to which an organization has adopted and implemented the marketing concept.

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[4] Ibid.

[5] Drawn from Terrence E. Deal and Allan A. Kennedy, **Corporate Cultures**, (Reading, MA: Addison-Wesley Publishing Company, 1982), pp. 3-4.

[6] Ibid., pp. 13-15.

[7] Ibid., pp. 135-139.

[8] Ibid., pp. 129-135.

EXHIBIT 2
ORGANIZATION CULT SURVEY

INSTRUCTIONS: PLEASE CIRCLE THE APPROPRIATE RESPONSE.

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1. The corporate reception area communicates a clear company image.	5	4	3	2	1
2. Corporate offices (or stores or buildings) have a consistency of architecture.	5	4	3	2	1
3. Corporate reports present a clear and consistent picture of the company.	5	4	3	2	1
4. Visitors are greeted courteously and openly by corporate receptionists.	5	4	3	2	1
5. Employees have an excellent knowledge of the firm's history.	5	4	3	2	1
6. Employees understand what is necessary to be successful in the company.	5	4	3	2	1

EXHIBIT 3
MARKETING CONCEPT SURVEY

INSTRUCTIONS: PLEASE CHECK THE APPROPRIATE ANSWER.

1. What is the recent trend for company sales?
   2 _____ Sales have been growing rapidly.
   1 _____ Sales have been fairly stable, with small year-to-_____ year fluctuations.
   0 _____ Sales have been declining steadily.

2. What is the recent trend for company profits?
   2 _____ Profits have been growing rapidly.
   1 _____ Profits have been fairly stable, with small year-to-year fluctuations.
   0 _____ Profits have been declining steadily.

3. The total market for our products is:
   2 _____ growing.
   1 _____ fairly stable.
   0 _____ shrinking.

4. Our market share is:
   2 _____ growing.
   1 _____ fairly stable.
   0 _____ shrinking.

5. The intensity of rivalry with competitors is:
   2 _____ decreasing.
   1 _____ about the same as always.
   0 _____ increasing.

6. The number of competitors is:
   2 _____ decreasing.
   1 _____ fairly stable.
   0 _____ increasing.

7. Competitor's appear to be:
   2 _____ decreasing their R & D budgets.
   1 _____ spending about the same on R & D.
   0 _____ increasing their R & D budgets.

8. The threat of major new competitors is:
   2 _____ small.
   1 _____ moderate.
   0 _____ great.

EXHIBIT 4

RATING INSTRUMENT FOR ADOPTION AND IMPLEMENTATION OF THE MARKETING CONCEPT

INSTRUCTIONS: PLEASE CHECK THE APPROPRIATE RESPONSE.

QUESTION FOR ADOPTION

1. Which employee training programs does your company use which are aimed at the marketing concept? (CHECK ALL APPROPRIATE RESPONSES.)

   _____ a. University executive development programs (4 pts.)
   _____ b. Special lectures by consultants and/or academicians (3 pts.)
   _____ c. Company-run meetings and conferences (2 pts.)
   _____ d. On-the-job training (1 pt.)

2. Is your top marketing executive a member of the following committees or groups? (CHECK ALL APPROPRIATE RESPONSES.)

   _____ a. Board of Directors (4 pts.)
   _____ b. Executive Committee (3 pts.)
   _____ c. Finance Committee (2 pts.)
   _____ d. New Product Planning Committee (1 pt.)

3. Describe the business backgrounds of the following key individuals in your company. (CHECK ALL APPROPRIATE RESPONSES.)

	Eng.	Fin.	Legal	Mg.	Mkt.	R&D	Gen.
a. Board Chairman							
b. Vice Board Chairman							
c. Internal Board of Directors							
d. Outside Board of Directors							
e. President							
f. Chairman of the Exeuctive Committee							
g. Group Executive							
h. Operating Executive							
i. Product or Brand Manager							

INTERPRETATION: Score one point for each marketing background checked.

Dr. Arnold

Dr. Danny Arnold is Associate Professor of Marketing at MSU. He received his degrees from Louisiana Tech University in Ruston. Along with teaching and advising students, Dr. Arnold will be developing a marketing plan for the Mississippi Research and Technology Park project this summer.

Dr. Capella

Dr. Louis Capella is Director of Graduate Studies and Professor of Marketing at MSU. He received his MBA in Marketing from Xavier University in Cincinnati and his DBA in Marketing from the University of Kentucky. Dr. Capella recently co-authored with Dr. Arnold and Dr. Garry Smith the book STRATEGIC RETAIL MANAGEMENT which will be published in the near future. Their article "The Marketing Concept —An Operating Philosophy for Business" appeared in the March issue.

INDEXES OF SELECTED MISSISSIPPI ECONOMIC INDICATORS
[Seasonally Adjusted]
1969 = 100

Indicator	April 1985	March 1985	April 1984
Retail Sales	160.3	143.3	158.5
Electric Sales	232.0	224.2	224.0
Gasoline Gallonage*		195.1	172.3

*April figure unavailable.

Food Stamp Participation By County, March, 1985

SOURCE: State Welfare Department

County	Number of Households[2] (Average Allotment $143.62)	Number of Persons[3] (Average Allotment $46.12)	Coupon Value[4] (Average Per Meal $.51)
Adams	2,845	8,284	402,849
Alcorn	2,264	5,671	248,379
Amite	813	2,789	115,331
Attala	1,671	5,076	212,872
Benton	827	2,809	121,817
Bolivar	4,365	16,266	734,182
Calhoun	1,036	2,819	119,810
Carroll	849	2,485	109,560
Chickasaw	980	2,666	107,820
Choctaw	684	1,971	83,421
Claiborne	1,113	3,683	170,996
Clark	1,036	2,798	123,185
Clay	1,509	4,675	219,587
Coahoma	3,772	13,423	640,853
Copiah	1,837	5,868	261,551
Covington	1,148	3,742	160,325
DeSoto	1,924	6,480	288,243
Forrest	4,240	11,484	578,242
Franklin	848	2,323	102,788
George	1,139	3,541	158,804
Greene	462	2,927	140,391
Grenada	1,186	3,663	169,729
Hancock	1,908	5,311	267,060
Harrison	6,419	19,689	974,928
Hinds	13,848	41,207	2,049,761
Holmes	3,452	11,338	538,821
Humphreys	1,204	4,669	215,886
Issaquena	242	884	38,988
Itawamba	797	1,892	75,110
Jackson	4,986	15,869	839,751
Jasper	1,275	3,982	164,878
Jefferson	911	2,964	131,468
Jeff Davis	1,319	3,995	173,940
Jones	3,130	8,917	376,566
Kemper	726	2,425	94,822
Lafayette	1,038	3,000	128,928
Lamar	1,563	4,328	203,567
Lauderdale	4,068	12,122	555,354
Lawrence	826	2,391	98,794
Leake	1,819	5,095	224,746
Lee	2,144	5,679	266,443
Leflore	3,055	10,821	501,824
Lincoln	2,011	5,952	266,884
Lowndes	2,675	8,537	399,675
Madison	3,561	12,225	574,148
Marion	1,635	5,123	237,968
Marshall	3,052	10,111	459,616
Monroe	2,021	6,023	263,925
Montgomery	1,307	3,643	154,516
Neshoba	1,553	4,404	178,179
Newton	1,233	3,405	137,182
Noxubee	1,604	5,455	239,745
Oktibbeha	2,058	6,331	293,138
Panola	2,546	9,041	405,690
Pearl River	2,122	6,101	297,693
Perry	1,061	2,971	135,732
Pike	2,490	7,472	356,663
Pontotoc	1,074	2,597	108,765
Prentiss	1,256	3,248	137,570
Quitman	1,326	4,858	220,635
Rankin	1,976	5,901	264,684
Scott	1,615	4,853	207,964
Sharkey	948	3,765	168,599
Simpson	1,264	3,478	165,272
Smith	852	2,517	96,700
Stone	684	2,187	101,589
Sunflower	2,770	11,064	503,768
Tallahatchie	1,775	6,815	310,042
Tate	1,398	4,379	186,662
Tippah	1,387	3,814	166,818
Tishomingo	1,146	2,968	133,008
Tunica	1,379	5,118	237,676
Union	1,094	2,932	121,501
Walthall	1,193	4,011	177,508
Warren	3,019	8,850	432,844
Washington	6,204	21,641	1,026,117
Wayne	1,700	5,072	228,903
Webster	719	1,891	80,128
Wilkinson	1,098	3,408	141,613
Winston	1,724	5,007	215,533
Yalobusha	1,024	2,902	119,999
Yazoo	2,725	8,961	413,589
State Total	164,117	511,104	23,571,161

[1]Meals are on a state-wide basis and is computed on an average 30 day month and 3 meals per day for a total of 90 meals in one month.
[2]Average Allotment for Households is determined by dividing state total by number of state total of households.
[3]Average Allotment for Persons is determined by dividing state total by total number of person.
[4]Average per meal is determined by dividing the average allotment per person ($46.12) by total number of average meals a month (90)

Sales Indicated By Sales Tax Collections During April, 1985 By County (000's)

Source: State Tax Commission

County	Total Sales Tax Collections	Indicated Sales	County	Total Sales Tax Collections	Indicated Sales
Adams	1,864	33,442	Hancock	882	12,630
Alcorn	954	17,436	Harrison	5,503	103,797
Amite	164	2,292	Hinds	11,832	222,987
Attala	424	7,551	Holmes	379	7,161
			Humphreys	270	5,040
Benton	60	1,058			
Bolivar	959	17,608	Issaquena	6	111
			Itawamba	251	4,688
Calhoun	300	5,604			
Carroll	79	1,673	Jackson	2,943	56,620
Chickasaw	282	5,583	Jasper	367	7,109
Choctaw	107	1,990	Jefferson	84	1,528
Claiborne	137	2,627	Jeff Davis	224	4,006
Clarke	222	4,101	Jones	2,575	47,641
Clay	410	7,850			
Coahoma	957	17,164	Kemper	121	2,208
Copiah	461	8,947			
Covington	518	9,559	Lafayette	749	13,847
			Lamar	481	8,552
DeSoto	1,120	20,255	Lauderdale	3,150	58,915
			Lawrence	237	5,402
Forrest	2,999	55,663	Leake	385	7,435
Franklin	136	2,946	Lee	2,959	55,585
			Leflore	1,339	24,791
George	284	5,120	Lincoln	966	18,811
Greene	109	2,206			
Grenada	767	16,921			

County	Total Sales Tax Collections	Indicated Sales	County	Total Sales Tax Collections	Indicated Sales
Lowndes	2,156	40,964	Simpson	530	10,152
			Smith	179	3,357
Madison	1,384	27,664	Stone	219	4,128
Marion	672	10,767	Sunflower	732	14,146
Marshall	462	8,493			
Monroe	906	18,316	Tallahatchie	249	4,899
Montgomery	268	4,932	Tate	532	9,899
			Tippah	422	7,748
Neshoba	555	10,310	Tishomingo	331	5,948
Newton	396	7,291	Tunica	181	3,877
Noxubee	194	3,453			
			Union	513	9,604
Oktibbeha	800	14,740			
			Walthall	228	4,565
Panola	656	12,194	Warren	1,680	32,381
Pearl River	800	14,731	Washington	2,202	40,390
Perry	158	2,905	Wayne	500	9,199
Pike	1,284	23,238	Webster	158	3,395
Pontotoc	384	7,114	Wilkinson	209	3,936
Prentiss	483	9,478	Winston	417	7,793
Quitman	158	2,785	Yalobusha	230	4,316
			Yazoo	751	15,850
Rankin	2,343	45,383			
Scott	576	10,861	State Total	78,456	1,497,530
Sharkey	165	3,153			

NEW AND EXPANDED INDUSTRY

Town Firm Product	No. of Employees
NEW	
Meridian	
E.F. Young, Mfg.	
Hair Care Products	
Olive Branch	
Advanced Closures, Inc.	40
Plastic Bottle Caps	
VIP Enterprises	35
Water Proofing Products	
Tupelo	
Hunter Douglas, Inc.	100
Venetian Blinds	

Town Firm Product	No. of Employees
EXPANDED	
Maben	
Maben Manufacturing Co.	20
Swivel Rockers	
Meridian	
Industrial Electric	
Pontotoc	
E.R. Carpenter Co.	30
Polyurethane	
Shuqualak	
Shuqualak	7
Wood chips	
Tupelo	
Dacus, Inc.	20
Food preservatives	

Southeast Regional Economic Indicators, January and February, 1985

	NONFARM EMPLOYMENT thousands			UNEMPLOYMENT RATE percent			PLANE PASSENGER ARRIVALS thousands		
	Feb. 1985	Jan. 1985	Annual % Change	Feb. 1985	Jan. 1985	Feb. 1984	Jan. 1985	Dec. 1984	Annual % Change
ALABAMA	1,383.9	1,383.0	+ 2	10.9	11.4	11.7	106.0	103.2	+ 6
Birmingham	355.6	354.7	+ 2	9.5	9.7	10.9	45.6	45.9	0
Huntsville	108.3	108.1	+ 7	6.6	7.9	7.6	24.3	22.3	+ 18
Mobile	153.5	153.2	+ 5	10.7	11.4	13.4	22.2	20.6	+ 2
Montgomery	114.5	114.5	+ 4	8.0	8.4	9.3	13.9	14.4	+ 15
FLORIDA	4,394.7	4,364.1	+ 6	5.8	6.5	6.1	2,226.3	2,309.5	+ 1
Daytona Beach	96.8	95.1	+ 5	4.8	5.3	5.3	16.7	17.7	+ 5
Ft. Lauderdale	416.1	414.4	+ 3	4.8	5.5	4.9	298.3	330.5	+ 4
Jacksonville	352.2	350.8	+ 6	5.9	5.8	6.0	83.3	94.4	– 6
Melbourne	129.3	129.3	+ 5	4.9	5.4	5.8	23.4	25.7	+ 4
Miami	782.7	785.0	+ 3	6.8	8.1	7.4	899.4	899.8	+ 3
Orlando	391.4	389.5	+ 5	4.8	5.6	5.2	313.1	321.4	– 4
Sarasota	88.4	88.5	+ 1	4.4	5.3	4.1	53.0	62.0	– 10
Tallahassee	91.3	91.0	+ 3	4.6	5.2	4.6	23.4	21.5	– 4
Tampa-St. Pete	711.8	710.4	+ 5	5.0	5.6	5.5	337.6	354.2	– 4
West Palm Beach	281.8	279.4	+ 6	5.2	5.6	5.5	178.1	182.3	+ 1
GEORGIA	2,539.1	2,537.9	+ 8	6.1	6.0	6.4	1,644.3	1,705.6	+ 11
Atlanta	1,243.2	1,238.3	+ 9	4.7	4.5	5.4	1,395.0	1,651.2	+ 12
Augusta	136.0	137.1	+ 3	7.1	6.7	7.7	12.0	14.0	– 7
Columbus	87.3	88.0	+ 3	7.8	7.8	7.9	8.7	8.3	+ 2
Macon	109.1	109.5	+ 2	7.1	7.0	7.1	4.3	4.2	+ 4
Savannah	94.2	94.2	+ 4	7.1	6.6	7.2	24.3	27.9	– 1
LOUISIANA	1,582.1	1,587.8	+ 1	11.6	11.4	11.0	249.7	248.1	+ 2
Baton Rouge	216.0	217.5	+ 4	9.6	9.5	8.9	24.3	24.8	+ 3
New Orleans	534.0	537.5	+ 0	11.2	11.2	9.7	225.4	223.3	+ 2
MISSISSIPPI	834.8	831.9	+ 4	11.3	11.7	11.8	30.6	31.2	+ 2
Biloxi-Gulfport	64.6	64.4	+ 5	9.2	10.1	10.8	3.3	2.8	– 29
Jackson	163.9	164.5	+ 5	6.9	7.2	7.8	27.3	28.4	+ 7
TENNESSEE	1,809.3	1,810.9	+ 3	9.0	9.4	9.6	159.3	149.3	+ 16
Chattanooga	175.7	176.1	+ 4	7.6	7.6	8.5	17.2	18.0	+ 6
Knoxville	225.4	226.5	– 0	9.4	10.0	10.7	40.7	33.5	+ 32
Nashville	414.0	412.9	+ 5	5.0	5.4	6.2	101.4	97.8	+ 13

	NONRESIDENTIAL BUILDING PERMITS Millions $, 12-mo. Rate			RESIDENTIAL SINGLE-FAMILY BUILDING PERMITS No. of units, 12-mo. Rate			RESIDENTIAL MULTI-FAMILY BUILDING PERMITS No. of units, 12-mo. Rate		
	Feb. 1985	Jan. 1985	Annual % Change	Feb. 1985	Jan. 1985	Annual % Change	Feb. 1985	Jan. 1985	Annual % Change
ALABAMA	730.8	725.8	+ 30	8,576	8,050	+ 6	6,171	6,717	– 27
Birmingham	195.0	185.2	– 16	2,150	2,191	– 2	483	485	– 74
Huntsville	128.6	126.8	+ 57	1,238	1,260	– 16	2,159	2,598	– 32
Mobile	231.7	232.4	+ 258	904	879	+ 5	1,076	1,118	+ 25
Montgomery	54.0	54.0	+ 4	-	-	-	-	-	-
FLORIDA	4,909.0	4,796.0	+ 18	99,242	101,059	– 2	94,898	96,737	+ 1
Daytona Beach	90.9	95.0	+ 2	4,145	4,250	– 1	2,754	2,766	+ 127
Ft. Lauderdale	375.5	365.9	– 4	5,168	5,279	+ 15	10,535	10,455	+ 14
Jacksonville	321.3	316.8	+ 10	5,782	5,742	+ 3	6,770	6,462	– 9
Melbourne	198.3	197.6	+ 43	4,831	4,854	+ 7	4,540	4,772	+ 39
Miami	643.5	632.9	+ 2	5,649	5,939	– 3	8,480	7,747	+ 3
Orlando	640.0	586.3	+ 19	12,146	12,346	– 3	8,126	8,873	– 25
Sarasota	88.9	85.2	+ 5	2,230	2,281	– 13	2,105	2,186	+ 2
Tallahassee	54.6	56.3	+ 17	1,870	1,954	– 10	642	694	– 25
Tampa-St. Pete	862.7	844.5	+ 28	16,915	17,257	+ 2	19,045	20,604	+ 28
West Palm Beach	469.7	457.6	+ 30	11,572	11,858	+ 12	9,248	9,433	– 3
GEORGIA	1,823.9	1,821.6	+ 31	42,995	44,017	0	26,145	26,459	0
Atlanta	1,382.6	1,392.1	+ 39	30,167	30,813	+ 1	17,754	18,134	+ 15
Augusta	60.8	57.4	+ 25	2,890	2,968	+ 15	1,805	1,610	+ 31
Columbus	70.4	67.1	+ 71	519	536	– 14	489	492	– 56
Macon	51.7	50.7	+ 33	-	-	-	-	-	-
Savannah	60.8	59.7	+ 9	-	-	-	-	-	-
LOUISIANA	1,202.6	1,190.6	+ 4	13,095	13,501	– 23	11,862	13,521	– 35
Baton Rouge	284.2	281.7	+ 22	2,426	2,536	– 35	3,841	4,362	– 1
New Orleans	482.8	475.2	+ 3	5,485	5,714	– 17	4,188	4,811	– 40
MISSISSIPPI	247.7	255.2	+ 20	5,990	6,109	+ 23	4,488	4,627	– 114
Biloxi-Gulfport	41.2	42.3	+ 52	-	-	-	-	-	-
Jackson	73.4	76.1	+ 90	1,350	1,406	+ 38	953	938	+ 17
TENNESSEE	828.4	807.4	– 4	13,469	13,832	– 4	21,439	22,293	+ 15
Chattanooga	62.7	61.4	– 2	1,167	1,181	+ 3	652	656	– 36
Knoxville	93.6	90.3	– 24	1,346	1,342	– 12	758	811	+ 25
Nashville	403.5	398.6	+ 49	3,873	4,016	– 7	13,207	13,772	+ 55

Notes: Labor Force data are from Bureau of Labor Statistics Reports supplied by state agencies. Plane Passenger Arrivals are collected from 26 airports. Building Permit data are supplied by the U.S. Bureau of the Census. Nonresidential data excludes the cost of construction for publicly owned buildings. The annual percent change calculation is based on the most recent month over prior year.

SOURCE: Federal Land Bank of Atlanta, Southeastern Economic Insight, May 1, 1985

STATE ECONOMIC INDICATORS

Indicator	April 1985[1]	March 1985[2]	April 1984[3]	Per Cent One Month Ago[3]	Change One Year Ago[3]
EMPLOYMENT, EARNINGS AND HOURS[4]					
Total Employment	985,000	968,200	953,800	1.7	3.3
Non-Ag Employment	844,000	838,300	818,900	5.7	25.1
Mining	9,000	9,000	9,000	-0-	-0-
Contract Construction	38,800	38,000	36,400	0.8	2.4
Manufacturing	220,400	218,800	218,200	1.6	2.2
Transportation and Public Utilities	39,500	39,300	38,400	0.2	1.1
Wholesale and Retail Trade	182,900	180,300	172,100	2.6	10.8
Finance, Insurance and Real Estate	34,700	34,700	33,800	-0-	0.9
Service	128,800	128,700	126,300	0.1	2.5
Government	189,800	189,400	184,700	0.4	5.1
Unemployment Rate (Per Cent Labor Force)	10.2	10.3	10.7	——	——
Average Weekly Earnings in Manufacturing (Dollars)	285.8	291.9	282.2	2.1	1.3
Average Hourly Earnings in Manufacturing (Dollars)	7.18	7.19	6.9	0.1	4.1
Average Weekly Hours in Manufacturing	39.8	40.6	40.6	2.0	2.0
PRODUCTION (000's)					
Petroleum Production					
Production of Crude Petroleum (bbls.)[5]	2,682	2,641	2,715	3.1	1.2
Gasoline Delivered to Dealers (gals.)[6] *					
PUBLIC UTILITY					
Sales of Electricity (000's KWH)[7]	1,758,742	1,749,636	1,693,951	—0.5	3.8
RETAIL SALES (000's)[8]	1,405,324	1,211,301	1,281,386	16.0	9.7

Indicator	Jan. 1985	Dec. 1984	Jan. 1984	Per Cent One Month Ago	Change One Year Ago
AGRICULTURE (000's)[9] *					
Total Cash Receipts from Farm Marketings					
Cash Receipts from Marketing Livestock					
Cash Receipts from Marketing Crops					

[1]Preliminary

[2]Revised

[3]Percent change calculated with revised figures; not comparable with previously published data.

[4]Mississippi Employment Security Commission

[5]State Oil and Gas Board for November

[6]Mississippi Motor Vehicle Comptroller *Figure was unavailable

[7]Mississippi Power Company, Mississippi Power and Light Company and Tennessee Valley Authority.

[8]Mississippi Tax Commission

[9]U.S. Department of Agriculture *Figures for January were unavailable.

BUSINESS ACTIVITY BY CITY

	City Sales Tax Collections			Building Permits		
	Current Month April	PerCent Month Ago	Change Year Ago	Current Month April	Month Ago	Year Ago
Aberdeen	60,959	35.4	16.9	— —	— —	— —
Baldwyn	26,623	18.7	—2.6	94,600	11,900	80,300
Batesville	77,106	31.3	43.5	4,000	— —	— —
Bay Springs	30,653	17.6	5.5	2,310,729	106,700	260,539
Bay St. Louis	51,388	11.5	3.0	— —	— —	— —
Belmont	9,911	6.2	—19.0	— —	— —	309,720
Belzoni	34,258	30.4	—2.6	180,000	4,000	5,000
Biloxi	360,786	22.3	17.6	2,196,580	2,123,038	4,457,182
Brandon	50,182	3.0	0.4	978,000	— —	449,400
Brookhaven	142,323	13.2	3.8	1,431,277	610,920	165,275
Brooksville	3,399	17.3	—17.1	— —	— —	— —
Canton	77,919	15.0	17.3	— —	— —	— —
Carthage	53,488	21.3	9.4	873,500	36,282	70,080
Charleston	22,653	32.6	12.8	— —	— —	— —
Clarksdale	154,720	4.9	10.7	— —	— —	175,500
Cleveland	124,026	30.2	4.0	586,000	924,000	— —
Collins	38,001	13.0	5.2	— —	— —	16,000
Columbia	110,378	10.0	—7.8	— —	— —	— —
Columbus	342,690	34.7	20.0	855,704	597,673	578,877
Corinth	148,579	24.9	8.6	183,500	374,800	1,374,200
Crystal Springs	27,288	2.6	—11.6	29,900	— —	89,500
Drew	13,449	25.0	32.2	2,000	1,000	1,000
Edwards	5,990	20.3	27.4	— —	— —	66,000
Ellisville	18,931	6.9	—0.1	— —	— —	— —
Eupora	23,367	34.7	15.7	— —	— —	— —
Fayette	12,230	16.6	6.5	— —	— —	— —
Forest	63,739	20.3	13.3	126,400	36,595	24,900
Greenville	359,100	44.9	17.9	798,027	149,875	918,815
Greenwood	186,528	26.7	8.3	115,200	309,100	426,915
Grenada	115,518	19.2	6.2	534,000	353,800	537,700
Gulfport	265,443	—8.9	—14.4	2,521,734	1,312,374	1,674,566
Hattiesburg	528,244	23.7	16.8	1,998,005	9,694,814	3,269,448
Hernando	31,829	29.5	2.0	100,000	209,000	232,285
Hollandale	16,143	14.3	16.0	— —	— —	82,625
Holly Springs	52,796	25.6	26.6	138,000	139,800	— —
Houston	49,111	31.0	17.8	180,000	77,000	39,300
Indianola	77,461	13.4	4.0	— —	— —	— —
Iuka	33,015	34.2	—9.5	— —	— —	— —
Jackson	1,978,137	10.8	13.4	6,986,710	7,836,567	5,921,248
Kosciusko	70,049	11.3	3.0	45,000	8,300	584,800
Laurel	386,693	22.1	13.7	369,942	824,728	237,158
Leland	25,496	22.0	—6.2	— —	— —	139,670
Lexington	24,867	27.5	—2.7	— —	— —	— —
Louisville	68,477	23.8	27.7	298,270	197,280	209,032
Lucedale	42,279	32.1	20.2	3,500	14,000	60,580
Lumberton	11,967	27.3	18.5	— —	— —	— —
Macon	20,882	31.2	8.9	— —	— —	— —
Magee	58,403	29.1	15.4	— —	— —	— —
Magnolia	13,457	5.6	40.4	— —	90,300	54,800
Marks	17,300	15.8	4.4	— —	— —	— —
McComb	162,864	18.0	7.5	747,776	779,100	268,939
Meadville	7,706	54.7	57.5	— —	91,000	— —
Mendenhall	24,231	13.7	—1.5	41,900	90,000	46,000
Meridian	575,336	44.9	29.8	1,322,907	983,996	1,593,770
Monticello	23,099	8.1	1.9	— —	19,500	135,300
Morton	23,954	10.8	—3.1	— —	— —	— —
Moss Point	69,745	37.7	28.2	327,407	176,250	584,500
Natchez	298,976	36.3	5.1	367,926	172,050	894,570
New Albany	88,380	40.1	23.8	259,001	227,045	142,691
Newton	35,904	33.3	33.2	184,000	52,500	15,250
Ocean Springs	38,087	—52.0	—58.0	— —	— —	— —
Okolona	16,382	17.6	—6.9	40,950	7,844	125,050
Oxford	127,000	27.3	6.9	236,130	477,572	272,380
Pascagoula	224,224	21.3	—13.6	711,500	493,950	— —
Pass Christian	17,957	29.8	6.7	1,071,500	132,470	277,138
Philadelphia	86,495	23.8	7.4	— —	— —	— —

BUSINESS ACTIVITY BY CITY

	City Sales Tax Collections			Building Permits		
	Current Month April	PerCent Month Ago	Change Year Ago	Current Month April	Month Ago	Year Ago
Picayune	113,985	17.9	9.9	430,000	531,000	2,129,000
Pontotoc	58,337	37.2	13.5	——	——	——
Poplarville	19,680	5.7	3.0	——	61,500	——
Port Gibson	15,906	15.1	—11.0	——	——	——
Prentiss	28,762	17.5	15.2	——	795	200
Quitman	26,352	10.9	8.1	——	——	——
Raymond	5,067	12.4	—0.7	——	——	——
Richton	14,114	30.7	20.1	15,000	250,000	——
Rosedale	12,256	77.4	103.0	——	——	——
Ruleville	17,781	57.0	42.9	——	——	——
Sardis	17,252	11.4	—10.6	29,000	27,000	2,500
Senatobia	58,772	28.7	20.6	13,350	122,920	12,000
Shelby	11,913	48.3	16.4	——	——	——
Starkville	126,340	13.9	10.4	1,304,900	662,900	1,467,000
Summit	13,998	5.9	24.4	——	——	——
Taylorsville	15,448	8.7	4.6	——	——	——
Tchula	5,679	42.2	17.0	——	——	——
Tunica	19,146	22.5	15.5	——	——	——
Tupelo	440,148	28.7	5.2	1,547,361	1,654,094	1,788,570
Union	14,956	—27.3	—12.3	——	——	——
Utica	9,854	3.3	—4.8	——	——	——
Vicksburg	294,370	48.0	34.6	1,030,925	278,760	532,430
Walnut Grove	1,835	79.4	35.4	——	——	——
Water Valley	26,465	21.0	—2.8	——	——	——
Waynesboro	68,390	19.3	7.0	62,000	60,000	3,700
West Point	84,806	4.2	—0.1	349,300	216,520	120,100
Wiggins	29,530	6.4	5.1	——	——	——
Winona	42,947	38.3	19.7	48,500	130,000	5,150
Yazoo City	100,332	26.2	26.8	——	——	——

STANDARD METROPOLITAN STATISTICAL AREAS

JACKSON [Hinds and Rankin Counties]	April 1985	March 1985	April 1984	Per Cent Month Ago	Change Year Ago
MANPOWER DATA					
Civilian Labor Force	182,100	179,400	172,800	1.5	5.4
Unemployed Persons	11,700	12,000	12,000	—2.5	—2.5
Per Cent of Labor Force	6.4	6.7	6.9	——	——
Employed Persons	170,400	167,400	160,800	9.1	6.0
Non-Ag Wage & Salaries	146,900	144,200	137,400	1.9	6.9
Manufacturing	21,500	21,200	21,300	1.4	0.9
CITY SALES TAX COLLECTIONS	2,049,230	1,853,407	1,865,561	21.1	9.8

BILOXI-GULFPORT [Hancock, Harrison and Stone Counties]	April 1985	March 1985	April 1984	Per Cent Month Ago	Change Year Ago
MANPOWER DATA					
Civilian Labor Force	73,690	73,560	71,350	0.2	3.3
Unemployed Persons	6,400	7,490	7,400	—14.6	—13.5
Per Cent of Labor Force	8.7	10.1	10.4	——	——
Employed Persons	67,290	66,070	63,950	1.8	5.2
Non-Ag Wage & Salaries	57,390	56,290	54,010	2.0	6.3
Manufacturing	9,480	9,380	9,510	1.1	—0.3
CITY SALES TAX COLLECTIONS	644,186	600,234	633,848	7.3	1.6